

Leadership behaviors impacting follower's results

João Farinha, Maria José Sousa
Universidade Europeia | Laureate International Universities, Lisbon, Portugal
farinhajoao@yahoo.com
Maria-jose.Sousa@europeia.pt

Abstract

This study explores the concepts of Leadership Behavior and the impact on the followers. which can generate engagement, commitments and organizational success. The purpose of the paper is to discuss How Leadership Behavior impacts on follower's results through implied motives how communication about autonomy and responsibility leads to a better performance both personal and organizational, from employees and also how communication can be performed by leaders to be effective on the organizational success.

The research question is "How Leadership Behavior impacts on follower's results through implied motives? And it will lead us to test and validate the impact of communication on performance through organizations structures.

Is necessary to gather the right people with certain behaviors and with the right information for better decision making and consequently better and faster business results can be achieved. Communication is the main factor for information to flow within the organization hierarchies or teams and departments. Employees transform that information into knowledge, thus their perception capacity and performance, being knowledge defined as "understood information" or information as "organized facts", applying it to their activities. In this context it's possible to say that knowledge workers and organizations are those, which use knowledge intensively

Reinforcing the main purpose of this research mentioning that "effective leadership is still largely a matter of communication. An effective leader thinks about what he says, carefully working out every expression of any significance". The central idea here is that for a system to have the freedom to self-organize, it must have some degree of "space" or autonomy for the occurrence of the relevant innovation. The idea of integrating the needs of individuals and organizations became a powerful force. Alternatives to the bureaucratic organization have begun to emerge as the research showed how bureaucratic structures, leadership styles and the general work of organizations could be modified to create "richer" jobs and motivators that would encourage people to exercise their capacities and creativity

This is a conceptual paper, which explores the concepts of communication, autonomy and responsibility, framed by leadership models. The methodology used to was documentary analysis, including papers from the main scientific databases: Scopus and WOS, using the keywords communication, autonomy, responsibility and leadership. In the near future the field methodology will be "Action Research" to study methods, contents and ways of communication from leaders to their teams. The study is going to be performed during 2015/2016 in a specific

company environment, using several techniques to collect data: observation and the register of evidences in loco.

Data collected will be analyzed and preliminary conclusions will lead to new researches and analysis and a cycle will be done until the end of the study.

As expected results we hope to prove that Communication within organization hierarchies will generate more autonomy and better performance from employees which will originate better results from their tasks and thus more efficiency which in turn will lead to high organizational performance.

Keywords: Leadership, Behaviour, Commitment, Engagement